Correctional Service Canada

2012-13

Departmental Performance Report

The Honourable Steven Blaney, P.C., M.P.

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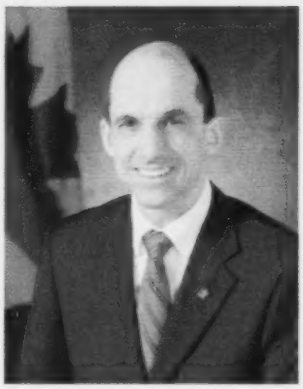
Minister's Message



On July 15, 2013 I was proud to be named Canada's Minister of Public Safety and Emergency Preparedness by Prime Minister Stephen Harper. Ensuring our correctional system actually corrects criminal behaviour is a priority for our Government, and Correctional Service Canada (CSC) is integral to accomplishing that goal. I am pleased to present CSC's 2012-13 Departmental Performance Report.

Our Government is committed to ensuring that Canadians feel safe in their communities, and I look forward to continuing this important work. We are putting the rights of victims ahead of the rights of criminals. We are enhancing offender accountability and providing inmates with the tools to become contributing members of Canadian society, often for the first time in their lives.

I am proud of CSC's accomplishments over the last year, and I look forward to CSC implementing more of our Government's efforts to keep Canadians safe.

The Honourable Steven Blaney, P.C., M.P.

Minister of Public Safety and Emergency Preparedness

Section I: Organizational Overview

Raison d'être

The Correctional Service of Canada (CSC) contributes to public safety by administering court-imposed sentences for offenders sentenced to two years or more. CSC has a presence in all regions of Canada, managing institutions of various security levels and supervising offenders on different forms of conditional release, while holding offenders accountable and correcting criminal behaviour. CSC also administers post-sentence supervision of offenders with Long Term Supervision Orders for up to 10 years.

Mission

The Correctional Service of Canada, as part of the criminal justice system and respecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

Mandate

The *Corrections and Conditional Release Act* and related Regulations provide CSC's legislative mandate for administering court-imposed sentences for offenders sentenced to a term of two years or more.

Responsibilities

CSC's responsibilities include the provision of federal correctional services across the country in large urban centres with their increasingly diverse populations, in remote Inuit communities across the North, and at all points in between. CSC manages institutions for men and women, mental health treatment centres, Aboriginal healing lodges, community correctional centres, and parole offices where offenders are supervised.

CSC's offender population creates challenges, pressures and demands in the operating environment. On a typical day during 2012-13, CSC was responsible for 22,762 offenders, 15,056 offenders in federal custody (including temporary detainees[1]) and 7,706 offenders in the community.

Federally managed facilities include:

- *56 institutions*
- *16 community correctional centres*
- *92 parole offices and sub-offices*

CSC encourages offenders to be accountable for their behaviour and rehabilitation by delivering the most relevant, appropriate and effective programs and interventions designed to respond to a complex, diverse and evolving federal offender population.

CSC constantly assesses and adjusts the allocation of its resources to ensure effective and efficient support for successful rehabilitation. CSC has supported Canada's *Economic Action Plan 2012* by reducing its operating budget by $85.5 million during fiscal year 2012-13.

CSC's daily activities and longer-term goals are all aimed at contributing to public safety in Canada. CSC is organized to provide effective correctional services in a fiscally responsible manner at the national, regional and local levels.

[1] Temporary detainees are held in custody in cases of suspension of a conditional release.

During this reporting period, CSC employed some 18,250 staff. Eighty-five percent of staff work in institutions or in communities; 42 percent of CSC staff were in the Correctional Officer category, and 15 percent were in the Welfare Programs group that includes Parole and Program Officers. The remainder of CSC's workforce reflected the variety of other skilled employees, from health professionals to electricians to staff who operate, manage and maintain institutions and community offices, and who provide corporate and administrative functions at the local, regional, and national levels. CSC also managed regional staff training colleges, a research centre, five regional headquarters and a national headquarters. Of the staff employed by CSC during 2012-13, 48.2 percent were women, 8.6 percent were from visible minority groups, 5.4 percent, persons with disabilities, and 9.2 percent, Aboriginal peoples.

International

CSC's substantial contribution to the United Nations Stabilization Mission in Haiti (MINUSTAH) came to an end in March 2013 with the expiration of Department of Foreign Affairs, Trade and Development's (DFATD) Global Peace and Security Fund (GPSF). From 2007 to 2013, CSC managed a total of 49 correctional staff deployments related to MINUSTAH, including four provincial staff members. CSC and provincial staff members were influential in improving prison conditions by mentoring and training all levels of Haitian correctional staff in areas such as prison management, contingency plan development and promotion of international human rights standards.

The year 2013 also marked the end to CSC's presence in Afghanistan, with the return of a Senior Correctional Advisor from Kabul, following a one-year deployment to support the country's General Directorate of Prisons and Detention Centres. CSC's decade-long contribution to Afghan corrections included two assessment missions (2002 and 2006), six annual staff secondments to the UN Assistance Mission in Afghanistan (UNAMA) (2003 to 2010), as well as the deployment of 15 correctional staff members to the Provincial Reconstruction Team in Kandahar, where they worked towards building sustainable Afghan capacities at Sarpoza Prison (2007 to 2011). CSC will work with Public Safety Canada and the Department of Foreign Affairs, Trade and Development to assess its participation in ongoing and new international engagements. In parallel, CSC is also building relationships with other countries to promote our common values and achieve our mutual security goals, including the signing of Memoranda of Understanding with the Trinidad and Tobago Prison Service (May 2012) and Mexico's Agency for Prevention and Social Rehabilitation (November 2012).

Gender and Diversity-Based Analysis

CSC is one of the government departments participating in the third phase of the government-wide implementation of Status of Women Canada *Gender-Based Analysis Action Plan*.

CSC is legally mandated through section 4(g) of the *Corrections and Conditional Release Act* to ensure that all programs, policies and practices respect gender and diversity. Two of CSC's current corporate priorities focus on specific populations:

- Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders
- Improved capacities to address mental health needs of offenders

CSC identifies and assesses its policies and programs to ensure they meet the needs of its diverse offender population that includes women, Aboriginal and ethnocultural offenders and those with mental health issues. As part of its management structure, a number of CSC's Executive Committee members have responsibilities for policy and programs for these populations. In addition, CSC strives to ensure that its workforce reflects the diversity of the Canadian population and values all that a diverse workforce can bring. The Service has an active National Employment Equity and Diversity Committee, as well as regional and local committees. CSC conducts research to better determine the risks and needs of a diverse population.

Strategic Outcome and Program Alignment Architecture

CSC's role to contribute to a safe and secure Canada is reflected in the organization's single Strategic Outcome, namely "The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety". Three broad programs are aligned to support this Strategic Outcome.

- Under "Custody", offenders are maintained in institutions in accordance with the terms of their sentences.
- Under "Correctional Interventions", offenders are provided with interventions to help them change the behaviours that contributed to their criminal activity so they become law-abiding citizens.
- Under "Community Supervision"[2], offenders who become eligible and are granted conditional release are transferred to the community where they are supervised.

A fourth program, "Internal Services", encompasses all activities and resources that support the organization's needs, requirements, and corporate obligations.

[2] Offenders are released according to various provisions of the *Corrections and Conditional Release Act*. Some offenders are released by law, whereas others are released as a result of the decision-making authority of the Parole Board of Canada.

CSC's Program Alignment Architecture*

The custody, correctional interventions, and supervision of offenders in communities and in institutions, contribute to public safety

1.0 Custody	2.0 Correctional Interventions	3.0 Community Supervision
1.1 Institutional Management and Support	2.1 Offender Case Management	3.1 Community Management and Security
1.2 Institutional Security	2.2 Community Engagement	3.2 Community-Based Residential Facilities
1.2.1 Intelligence and Supervision	2.3 Spiritual Services	3.2.1 Community Residential Facilities
1.2.2 Drug Interdiction	2.4 Correctional Reintegration Program	3.2.2 Community Correctional Centres
1.3 Institutional Health Services	2.4.1 Violence Prevention Program	3.3 Community Health Services
1.3.1 Public Health Services	2.4.2 Substance Abuse Program	
1.3.2 Clinical Health Services	2.4.3 Family Violence Prevention Program	
1.3.3 Mental Health Services	2.4.4 Sex Offender Program	
1.4 Institutional Services	2.4.5 Maintenance Program	
1.4.1 Food Services	2.4.6 Social Program	
1.4.2 Accommodation Services	2.5 Offender Education	
	2.6 CORCAN Employment and Employability	

4.0 Internal Services		
4.1 Governance and Management Support	4.2 Resource Management Services	4.3 Asset Management Services
4.1.1 Management and Oversight Services	4.2.1 Human Resource Management	4.3.1 Real Property
4.1.2 Communications	4.2.2 Financial Management	4.3.2 Materiel
4.1.3 Legal	4.2.3 Information Management	4.3.3 Acquisitions
	4.2.4 Information Technology	
	4.2.5 Travel and Other Administrative Services	

Legend:

Strategic Outcome
Program
Sub-Program
Sub-Sub-Program

* Updates were made to the Management, Resources and Results Structures nomenclature starting in April 2012. Specifically: "Program Activity Architecture" became "Program Alignment Architecture"; Program Activity" became "Program"; "Sub-activity" became "Sub-program"; and "Sub-sub-activity" became "Sub-sub-program".

Organizational Priorities

CSC's six corporate priorities identify key areas of focus that the service must address to progress towards attaining its Strategic Outcome and achieving public safety results.

Priority	Type	Program(s)
Safe transition to and management of eligible offenders in the community	Ongoing	• Correctional Interventions • Community Supervision
Summary of Progress		
CSC continues to focus its efforts on minimizing violent re-offending by offenders returning to the community, through its Correctional Interventions and Community Supervision programs. For the reporting period, the percentage of offenders on conditional release who reached warrant expiry without re-offending was well within performance expectations as identified in CSC's Performance Measurement Framework. The rate of offenders under community supervision who incurred new convictions for violent offences was lower than predicted.		

Priority	Type	Program(s)
Safety and security of staff and offenders in our institutions and in the community	Ongoing	• Custody • Correctional Interventions • Community Supervision
Summary of Progress		
CSC remains committed to continuing efforts to prevent violent behaviour. Successes were recorded in the performance indicators related to safety and security in the community. However, results at the institutional level were below expectations in the rates of offender-based major and violent incidents and of other-than-natural deaths in custody. The Service has implemented a national population management approach to optimize offender placement in a way that reduces these risks while addressing capacity and needs in federal institutions.		

Priority	Type	Program(s)
Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders	Ongoing	• Custody • Correctional Interventions • Community Supervision
Summary of Progress		
CSC continues to focus its efforts on addressing the gap that exists in correctional results between non-Aboriginal offenders and Aboriginal offenders. Some measures put in place included the hiring of additional Aboriginal Liaison Officers, Aboriginal Community Liaison Officers, Aboriginal Community Development Officers and Aboriginal Correctional Program Officers to implement effective interventions. It also included the provision of training and workshops to Parole Officers on how to effectively consider Aboriginal Social History (*Gladue*[3]) in decision making for Aboriginal offenders.		

Priority	Type	Program(s)
Improved capacities to address mental health needs of offenders	Ongoing	• Custody • Correctional Interventions • Community Supervision
Summary of Progress		
CSC aims to improve outcomes for offenders with mental health needs who are among the most vulnerable persons in federal custody, by collecting relevant health information, identifying at-risk populations, and delivering a continuum of mental health services from admission to warrant expiry. This included the launch of the Computerized Mental Health Intake Screening System Version II and the review of the Mental Health Strategy from an Aboriginal perspective. The expected result of maintaining accreditation of CSC's Health Service Sector and Psychiatric Treatment Centres was met, and the percentage of offenders screened by the Computerized Mental Health Intake Screening System exceeded expectations. 94 percent of offenders identified as requiring follow-up mental health services did receive a service, surpassing the 72 percent expected result.		

[3] *Gladue* refers to a right that Aboriginal People have under section 718.2 (e) of the Criminal Code where a report is prepared at presentencing containing recommendations that take into account the Aboriginal person's background such as attendance at an Indian residential school, child welfare removal, history of abuse, developmental or health issues.

Priority	Type	Program(s)
Efficient and effective management practices that reflect values-based leadership	Previously committed to	• Internal Services
Summary of Progress		
CSC implemented its *Strategic Plan for Human Resources*, as well as other transformative and cost-saving measures, aligned with the government's *Economic Action Plan 2012*. It also maintained an effective system of internal control over financial reporting, promulgated its own Values Statement in July of 2012 and developed action plans to respond to the analysis of results from the 2012 CSC Ethical Climate Survey.		

Priority	Type	Program(s)
Productive relationships with increasingly diverse partners, stakeholders, and others involved in public safety	Ongoing	• Custody • Correctional Interventions • Community Supervision
Summary of Progress		
CSC strengthened existing partnerships and relationships and developed new ones with more diverse community stakeholders such as the Federation of Canadian Municipalities, University of Toronto, Queen's University, the University of Moncton, various Quebec universities, Habitat for Humanity, Regional Ethnocultural Advisory committees and National Ethnocultural Advisory committees. CSC provided services to victims of crime (victims' registration and timely notification). These activities remain a priority as the majority of offenders will return to the community after release from custody.		

Risk Analysis

The accurate identification and effective management of risk is key to identifying, managing and reporting on corporate priorities and is fundamental to achieving expected results. Risk management is a central part of daily business in all areas of CSC's large, decentralized work environment. Senior management oversees high-level risks, and medium and lower levels of risk are managed by operational managers and staff.

Some challenges that emerge in the delivery of CSC's core business include:

- The presence of offenders with histories of violence and previous youth and adult convictions
- The presence of offenders affiliated with criminal groups
- The presence of offenders with mental health needs
- The presence of offenders with Hepatitis C and Human Immunodeficiency Virus (HIV) infection
- A diverse inmate population

In its *Report on Plans and Priorities*[i] 2012-13, the Service identified 10 corporate risks that impacted its ability to deliver on its Strategic Outcome. CSC developed mitigating strategies to

manage these risks. However, at that time, CSC also signalled that the total number of corporate risks would be further refined, as part of its ever-evolving process of corporate risk identification and management. In 2012-13, CSC focussed on five key risks, as follows:

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
There is a risk that CSC will not be able to respond to the complex and diverse offender population in a consistent and integrated way	CSC has developed a multi-year Population Management approach to address both the complexity and diversity in the offender population. As well, it is continuing the implementation of various related strategies that target specific high-needs groups within the population, such as the *Strategic Plan for Aboriginal Corrections*, the *Sivuppiak Action Plan for Inuit Offenders*, and the *Mental Health Strategy*.	• Custody • Correctional Interventions • Community supervision	This risk links to the priorities on safe transition, interventions for Aboriginal offenders, and capacities to address mental health needs

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
There is a risk that CSC will not be able to maintain required levels of operational safety and security	To enhance safety and security at operational sites, CSC focused on effectively managing double-bunking in institutions, worked to reduce levels of inmate self-injury and death in custody, and implemented a population management approach that improves CSC's flexibility in managing the various groups within the offender population.	• Custody • Correctional Interventions • Community supervision	This risk links to the priorities on safety and security, and safe transition

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
There is a risk that CSC will not be able to manage significant change related to transformation, legislative changes, and reduced budgets	CSC approached change management issues on several fronts as it implemented the *Strategic Plan for Human Resources* (2012-13 to 2014-15), improved and streamlined the financial situation report process, implemented its plan for year one of its contribution to the government's *Economic Action Plan 2012*, updated its internal policy suite, improved operational reporting data quality and management, and developed strategies to increase the use of enterprise-wide electronic recordkeeping systems.	• Internal Services	This risk links to the priority on effective and efficient values-based management

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
There is a risk that CSC will lose support of partners who are delivering critical services and resources to released offenders	CSC worked to engage and maintain key corrections partnerships and enhance technological communications. When necessary, CSC provided for additional services to be made available to high risk offenders residing in Community Residential Facilities, thereby improving the likelihood of safe reintegration.	• Custody • Correctional Interventions • Community Supervision	This risk links to the priority on productive relationships with partners

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
There is a risk that CSC will not be able to sustain results related to violent re-offending	CSC created a comprehensive network of resources in the community to assist offenders to safely reintegrate. It enhanced correctional programming through strategic reinvestment, improved referrals and procedures, revised case management policies, and the implementation of new correctional program models. CSC developed and delivered specialized training to Parole Officers and supervisors on offender accountability measures, offender mental health needs and Aboriginal social history analysis.	• Custody • Correctional Interventions • Community Supervision	This risk links to the priorities on safe transition, and safety and security

Summary of Performance

Financial Resources – Total Departmental ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference (Planned vs. Actual Spending)
3,026.0	3,026.0	3,206.4	2,643.0	383.0

Between the start and end of the 2012-2013 fiscal year, CSC's total authorities increased by $180.4 million. This increase is due to:

- An increase in authority of $144.4 million due to operating and capital funds carried forward from 2011-12;
- An increase in authority of $48.8 million due to the reimbursement of eligible paylist expenditures (e.g., payment of severance benefits, parental benefits, etc.);
- An increase in authority of $6.5 million as a result of negotiated collective agreements;
- A reduction in authority of $28.6 million due to reduced employee benefit plan expenditures; and
- Other miscellaneous increases in authority of $9.3 million (e.g., sale of surplus Crown assets).

However, it is important to note that CSC's authorities were not adjusted for the *Economic Action Plan 2012* Saving Measures of $85.5 million or for the reduction of funds related to CSC's Accommodation Plan 2013-18 of $265.8 million. This reduction of funds is associated with the projected inmate population growth which has not materialized as projected for the *Truth in Sentencing Act* and the *Tackling Violent Crime Act*.

Considering the above adjustments, CSC's adjusted authorities available for use were $2,855.1 million and the variance with actual spending is $212.1 million. Of that variance, CSC earmarked approximately $90.5 million to be carried forward to settle collective agreements (44% of CSC's workforce had expired agreements by the end of 2012-13 fiscal year, and the settlement of those agreements will result in significant financial pressure, requiring the use of a carry forward to address these anticipated costs in 2013-14). In addition approximately $100 million in capital funding will be carried forward in 2013-14 for the completion of new living units within existing institutions.

Human Resources (Full-Time Equivalents— FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
20,278	18,809	1,469

Similar to the reduction in financial resources explained above, the variance between planned and actual FTEs is mostly due to reductions (*Economic Action Plan 2012* Saving Measures and CSC's Accommodation Plan 2013-18) that were not reflected in the planned FTEs. CSC hires staff based on actual inmate population and does not hire beyond that required to manage realized population growth.

Performance Summary Table for Strategic Outcome and Programs ($ millions)

Strategic Outcome: The custody, correctional interventions and supervision of offenders, in communities and institutions, contribute to public safety

Program	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)[4]			Alignment to Government of Canada Outcomes
		2012–13[5]	2013–14	2014–15		2012–13	2011–12	2010–11	
Custody	2,121.0	2,056.4	1,564.5	1,378.2	2,267.2	1,739.6	1,650.1	1,478.5	Safe and secure Canada
Correctional Interventions	563.0	543.6	507.2	505.5	585.3	457.0	515.4	410.1	Safe and secure Canada
Community Supervision	170.0	130.0	157.1	152.3	179.3	117.6	112.4	102.7	Safe and secure Canada
Strategic Outcome Sub-Total	2,854.0	2,730.0	2,228.8	2,036.0	3,031.8	2,314.2	2,277.9	1,991.3	Safe and secure Canada

[4] In order to align with departmental authorities by Program, as presented in Vol. II of the Public Accounts, services provided without charge amounts for employer's contribution to employee insurance plans, such as the Public Service Health Care Plan and the Public Service Dental Plan provided by the Treasury Board of Canada Secretariat, accommodations provided by Public Works and Government Services Canada, Workers' compensation provided by Human Resources and Skills Development Canada and legal services provided by the Department of Justice are not to be included in this figure. This information is presented in Departmental Financial Statements only.

Performance Summary Table for Internal Services ($ millions)

Internal Services	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)[4]		
		2012–13[5]	2013–14	2014–15		2012–13	2011–12	2010–11
	172.0	296.0	368.8	318.1	174.6	328.7	389.0	383.7
Sub-Total	172.0	296.0	368.8	318.1	174.6	328.7	389.0	383.7

Total Performance Summary Table ($ millions)

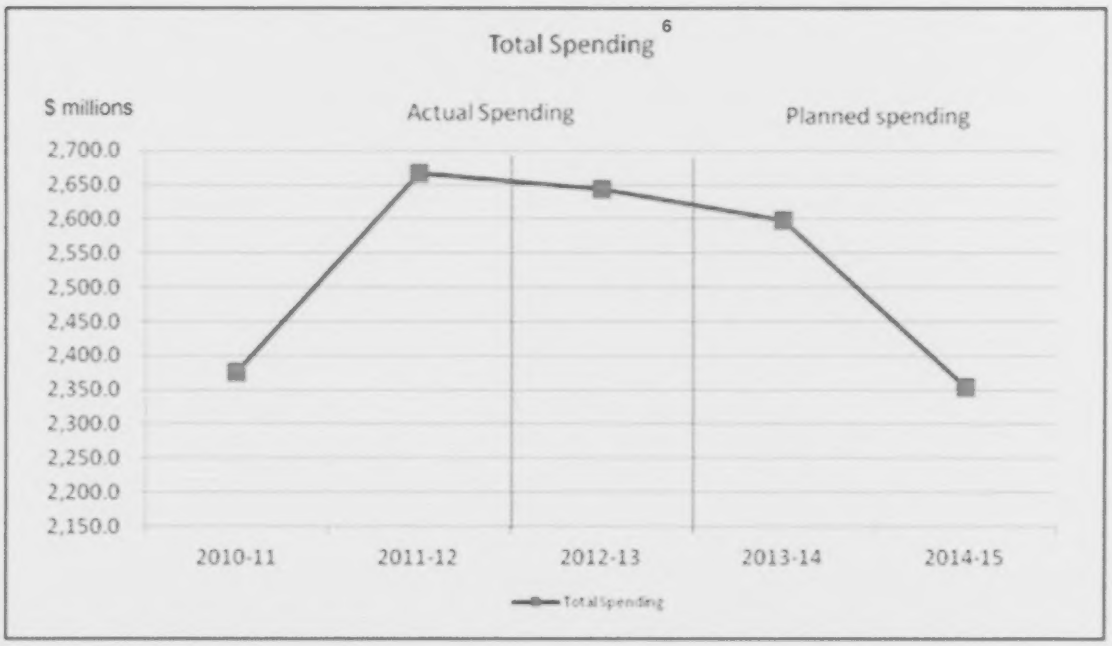
Strategic Outcome(s) and Internal Services	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (available for use) 2012–13	Actual Spending (authorities used)[4]		
		2012–13[5]	2013–14	2014–15		2012–13	2011–12	2010–11
	3,026.0	3,026.0	2,597.6	2,354.1	3,206.4	2,642.9	2,666.9	2,375.0
Total	3,026.0	3,026.0	2,597.6	2,354.1	3,206.4	2,642.9	2,666.9	2,375.0

The explanation of variances between Planned Spending to the Authorities and Actual Spending by program and sub-program can be found in *Section II: Analysis of Programs and Sub-Programs by Strategic Outcome.*

[5] The planned spending and planned FTEs by program, including Internal Services, differs from the information presented in the 2012-13 Report on Plan and Priorities (RPP). While the total planned spending remains at $3,026 million and the total FTEs remains at 20,278, the breakdown by program and sub-program was adjusted during the year to better align with CSC's resource allocation model. This adjustment amongst programs has also been reflected in the 2013-14 RPP.

Expenditure Profile

Organizational Spending Trend



The variance in actual spending between 2010-11 and 2011-12 (increase of $292 million) is mostly attributable to the increased expenditures in the capital vote of $122 million (primarily for the construction of new living units within existing institutions) and the payment of severance pay benefits of $97 million.

The variance in actual spending between 2011-12 and 2012-13 (decrease of $24 million) is mainly attributable to the increase in expenditures in the capital vote of $92 million (primarily for the construction of new living units within existing institutions), a reduction of $84 million in severance pay benefits, a reduction in travel expenditures of $14 million and reduction in computer equipment purchases of $10.3 million due to the transfer of responsibilities to Shared Services Canada.

The decrease in planned spending for future years is mostly due to the *Economic Action Plan 2012* Saving Measures (from $85.5 million in 2012-13 to $170.2 million in 2013-14 and $295.4 million in 2014-15) and the reduction in capital investment.

[6] The only sunset initiative over this timeframe is approximately $1M related to the Federal Contaminated Sites Action Plan (FCSAP) that will end in fiscal year 2015-16.

Estimates by Vote

For information on CSC's organizational Votes and/or statutory expenditures, please see the Public Accounts of Canada 2013 (Volume II). An electronic version of the Public Accounts 2013 is available on the Public Works and Government Services Canada's website[ii]

Sustainable Development Strategy

Although the Service is not required to provide a Sustainable Development Strategy (SDS), CSC implemented its own *Sustainable Development Strategy*[iii] for the 2012-15 period. CSC's SDS 2012-2015 is composed of 18 specific targets.

The main accomplishments in 2012-13 include the following:

- Implementation of an internal Green Building Design Checklist applicable to regional and national construction and major renovation projects (i.e. SDS target 1.1 was achieved);
- Implementation of an internal guideline on Green Procurement (i.e. SDS target 2.6 was achieved);
- Conversion of the only remaining Central Heating Plant (Dorchester Penitentiary, NB) that consumed bunker fuel as its primary fuel source to natural gas (i.e. SDS target 3.1 was achieved);
- Replacement of five cooling systems that represented a high risk of halocarbon leaks (i.e. SDS target 3.3 was achieved);
- Completion of eight environmental site assessments (i.e. 8 out of 12 assessments were completed, hence SDS target 7.1 was partially achieved);
- Completion of one contaminated site remediation project and initiation of another one (i.e. 1 out of 3 remediation projects was completed, hence SDS target 7.2 was partially achieved); and
- Progress was also made towards the achievement of 10 of the remaining 12 SDS targets.

Considering these major achievements within the first year of this three year plan, CSC is on track to meet or surpass its SDS 2012-2015 objectives.

Section II: Analysis of Programs and Sub-Programs by Strategic Outcome

Strategic Outcome

The custody, correctional interventions, and supervision of offenders in communities and institutions, contribute to public safety.

Performance Results

Expected Result	Performance Indicators	Expected Ranges*	Actual Results
The custody, correctional interventions, and supervision of offenders, in communities and institutions, contribute to public safety	Percentage of offenders under community supervision who reach warrant expiry without a violent re-offence***	94.38 – 95.14	96.00
	Rate of escapes from federal custody	0.21 – 0.26	0.17
	Percentage of offender re-admissions to federal custody within five years after warrant expiry for a new violent conviction	9.44 - 9.83	**2007-08****
			10.17

*CSC established performance benchmarks through the statistical analysis of historical data, which helped to set meaningful performance result range. For the explanation of Offender Person Years (OPY) rates, see Section 4.2. Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

**Since the indicator is re-admission to custody within five years after warrant expiry, the year 2007-08 refers to the year of warrant expiry, and reports those convicted during the reporting period.

*** Violent offences include first degree murder, second degree murder, and any offence listed in Schedule I of the *Corrections and Correctional Release Act*.

Performance Analysis and Lessons Learned

The key focus of CSC's Strategic Outcome is the safe reintegration of offenders since the majority of them will return to the community after release from custody. CSC's performance results listed in the table above tell part of that story. In 2012-13, a total of 24 offenders escaped custody, all were from minimum-security institutions, and were re-captured and returned to custody. CSC conducts investigations of escapes and implements action plans and measures in order to reduce such occurrences. The percentage of offenders under community supervision who reach warrant expiry without re-offending violently, improved for the fifth consecutive year, and exceeded performance expectations for the past two years. However, for offenders who participate in correctional interventions, the percentage of offender readmissions within five years after warrant expiry for a new violent conviction was higher than expected.

Programs and Sub-Programs

Program 1.0: Custody

This program ensures that offenders are provided with reasonable, safe, secure and humane custody while serving their sentence. It provides much of the day-to-day needs for offenders in custody including a wide range of activities that address health and safety issues as well as provide basics such as food, clothing, mental health services, and physical health care. It also includes security measures within institutions including drug interdiction, and appropriate control practices to prevent incidents.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference [iv] 2012–13
2,121.0	2,056.4	2,267.2	1,739.6	316.8

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
12,400	11,000	1,400

The variance between the Planned Spending and FTEs and the Actual Spending and FTEs is mainly due to the *Economic Action Plan 2012* Saving Measures of $42.1 million and the return of funds related to CSC's Accommodation Plan 2013-18 of $191.5 million. As noted these adjustments were not reflected in the planned spending and planned FTEs.

Furthermore, to better reflect CSC's resource allocation model, an adjustment between the Custody and Internal Services programs was made during the 2012-13 fiscal year and, also reflected in the 2013-14 RPP. However, this adjustment was not reflected in the authorities available for use in 2012-13. To reflect this adjustment in authorities between programs, the Custody program planned spending should be reduced by approximately $106 million and the Internal Services program should be increased by an equivalent amount. The adjustment between programs also impacts FTEs accordingly.

Considering these adjustments and other amounts received during the year, Authorities available for use were $1,867.5 million and the variance with the Actual Spending was $127.9 million. As noted in the Summary of Performance section, the variance was mainly set aside to be carried forward to 2013-14 to cover the anticipated costs related to unsigned collective agreements and for the completion of new living units within existing institutions.

Performance Results

Expected Result	Performance Indicators*	Expected Ranges**	Actual Results
CSC manages the custody of offenders in institutions in a safe, secure and humane manner	Rate of major incidents in federal institutions	0.94 – 0.99	1.61
	Rate of violent (serious) incidents with injuries or damage	6.22 – 6.35	7.03
	Rate of other-than-natural offender deaths in custody	0.123 – 0.140	0.188

* CSC established performance benchmarks through the statistical analysis of historical data, which helped to set meaningful performance result range. For the explanation of Offender Person Years (OPY) rates, see Section 4.2.

**Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

CSC's ability to manage incidents in federal institutions is impacted by the profile of the offender population, which shifts and evolves over time. Challenges continue to exist to accommodate offenders with previous histories of violence, mental health problems, addictions, and affiliations with various criminal groups.

The rate of major incidents in federal institutions is the highest it has been in the past five years and is above the expected performance range. The rate of violent (serious) incidents with injuries or damage, while slightly lower than the previous three years, is also above the expected performance range. The rate of other-than-natural deaths in custody is the highest it has been in five years and is also above the range.

In an effort to improve safety and security in its institutions, to reduce non-natural deaths in custody and meet future performance results, CSC has revised its policy on inmate accommodation. This update strengthens its protocol and procedures for assigning cells to offenders. CSC also enhanced security patrols, provided Applied Suicide Intervention Skills Training to staff, and enhanced a multidisciplinary approach to managing offenders who are members of criminal groups.

Sub-Program 1.1: Institutional Management and Support

The Institutional Management and Support sub-program encompasses all activities related to the daily management of operational activities and institutional services by Wardens, Deputy Wardens, Assistant Wardens, Correctional Managers, etc. Key activities include the daily administration, operation and maintenance of institutions, establishing operational processes and procedures, ensuring compliance with national standards and regulations, managing allocated financial and human resources, directing and overseeing the delivery of integrated correctional operations, monitoring the effectiveness of the institutional security activities, considering threats, risks, vulnerabilities and physical security requirements and controls, managing the intelligence function of an institution, ensuring coordination across the criminal justice system,

ensuring a safe environment for staff and inmates, and making decisions and recommendations relative to inmates within delegated authorities.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
89.4	116.6	(27.2)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
797	1,021	(224)

Performance Results

Expected Result	Performance Indicators*	Expected Ranges**	Actual Results
Institutional management is compliant with policy and law	Percentage of upheld inmate grievances	3.88 – 4.39	2.72
	Rate of accidents with injuries to inmates	2.32 – 3.22	5.63
	Percentage of compliance with applicable CSC policy (as determined by Management Control Framework review)	Not less than 90 percent compliance	95.42

* CSC established performance benchmarks through the statistical analysis of historical data, which helped to set meaningful performance result range. For the explanation of Offender Person Years (OPY) rates, see Section 4.2.

**Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

Throughout the reporting period, population management, which includes gang management, continued to be a key focus for CSC. A steady rise in the institutional population has resulted in infrastructure capacity challenges. As a mitigation measure, CSC established an approach for voluntary transfer and out-of-region penitentiary placement of offenders. In 2012-13, some 691 inter-regional transfers were conducted, which represented a 21 percent increase compared to the previous year. Doing so optimized available bed space usage and helped manage the offender population.

During the reporting period, CSC's Internal Audit Branch completed an audit of offender population management. Findings were generally positive and action plans were implemented for improvements related to the management of incompatible offenders and to the completion of cell assignments.

The percentage of upheld inmate grievances was lower than expected, perhaps reflecting the piloting of the Alternative Dispute Resolution project that has been in place since December 2011. The Alternative Dispute Resolution project contributes to resolving grievances at the earliest time and at the lowest levels of the process, and contributes to staff and offender knowledge of law and policy. Overall, a lower rate of upheld grievances indicates increased compliance of correctional decisions with law and policy.

The rate of accidents with injuries to inmates, while not meeting the expected performance result, is the lowest in three years. These accidents cover a wide range of occurrences, from an injury while exercising to an accident in an inmate employment work area.

CSC's Management Control Framework reported on compliance with policies and Commissioner's Directives. This tool is particularly useful in areas closely aligned to corporate risks and organizational priorities. For the reviews completed during this reporting period, the national percentage of compliance was 95.42 percent. Careful, sustained, and continual attention of operational managers will be necessary to maintain or increase performance at that level.

Sub-Program 1.2: Institutional Security

The Institutional Security sub-program encompasses all activities related to the implementation of and compliance with policies and procedures which are designed to ensure the safety and security of staff, offenders and the public.

Key activities included the implementation and coordination of security measures and related activities for a diverse inmate population, including high-risk inmates, institutional gangs, organized crime and terrorist organizations, in a 24/7 correctional environment. This also included ensuring that offender placements and population management are implemented to maintain the overall safety of the public, staff and inmates while promoting a positive institutional environment that supports reintegration.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
897.1	656.0	241.1

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
8,607	7,080	1,527

Performance Results

Expected Result	Performance Indicators*	Expected Ranges**	Actual Results
Institutions are safe and secure	Rate of security-related deaths (murder, use of force, unknown causes, awaiting Coroner's Report)	0.055 – 0.068	0.104
	Rate of violent incidents	10.31 – 10.50	11.68
	Percentage of undesirable urinalysis results	16.41 (Marker[7] - 3 year average)	13.15

* CSC established performance benchmarks through the statistical analysis of historical data, which helped to set meaningful performance result range. For the explanation of Offender Person Years (OPY) rates, see Section 4.2.

**Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

CSC performs regular and systematic reviews of its monitoring activities, systems and methods to improve institutional security and ensure proper implementation and compliance to security policies and procedures. Focusing on principal entrances, CSC made extensive revisions to its Commissioner's Directive that enhances the Service's ability to intercept, prevent and seize illicit materials before they enter an institution. A comprehensive list of authorized items has been included in the new revised policy, which clarifies for both staff and official visitors what can be brought into institutions, thereby improving CSC's control at entries and exits from institutions, as well as facilitating effective searches of staff, visitors, cells, vehicles and designated search zones.

CSC developed two Security Intelligence Operational Models to enhance its security intelligence function. National consultation on the models with senior management and line staff took place in fiscal year 2012-13. Once implemented, improved security intelligence should help reduce both security-related deaths in custody and violent incidents in institutions, neither of which met the expected results.

As part of its anti-drug operations, CSC expanded the random urinalysis testing of offenders from 5 percent to 8 percent during the reporting period as a disincentive measure to reduce the availability and consumption of drugs inside institutions. This may have contributed to a lower than expected rate of undesirable urinalysis results, as indicated in the table above ("undesirable" includes both positive findings and refusals).

Sub-Program 1.3: Institutional Health Services

CSC is responsible for providing essential health services and reasonable access to non-essential mental health services that will contribute to the inmate's rehabilitation and successful reintegration into communities, in accordance with professionally accepted standards. Key

[7] Markers are used when there is not yet sufficient data to establish a true benchmark.

activities include the delivery of public, clinical and mental health services such as basic primary health care, dental care, psychological counselling and infectious disease detection, treatment and prevention.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
210.2	227.4	(17.2)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
1,185	1,363	(178)

Performance Results

Expected Result	Performance Indicators	Expected Performances	Actual Results
Health services are available to all offenders in institutions in accordance with professionally accepted standards	Maintain Health Services Accreditation	Accreditation	Accreditation
	Percentage of offenders identified by Computerized Mental Health Screening System (COMHISS) as requiring follow-up services who receive an institutional mental health service	Not less than 72 (Marker)	94

Performance Analysis and Lessons Learned

CSC provides a broad range of essential health services to offenders as mandated by the *Corrections and Conditional Release Act*. CSC institutional health and inpatient treatment centres are accredited by Accreditation Canada. During the last fiscal year, continuous quality improvement and patent safety initiatives improved efficiency and effectiveness of health care delivery.

Findings in the internal audit of medication management were generally positive. Action plans were implemented for improvement related to information sharing around changes in policy and procedures, the completion of threat risk assessments, and the monitoring and reporting on events, spot-checks and self-audits.

To strengthen the mental health services available throughout an offender's sentence, CSC reviewed its governance and mental health strategy and continued staff training. CSC completed planning and preparation for a new governance structure for mental health services that shifts mental health reporting to Health Services in mainstream institutions and in the community. Enhanced efficiencies and effectiveness in the provision of all health care are expected through this new structure. In addition, standardized service delivery guidelines for treatment centres will

improve uniformity of mental health services and enhance adherence to professional practice standards. Consideration of the cultural appropriateness of the Mental Health Strategy to identify improvements from an Aboriginal perspective was completed. The Service trained approximately 2,600 staff in the Fundamentals of Mental Health.

The Computerized Mental Health Intake Screening System (Version II) was launched to improve CSC's triage system, reduce the number of false positives and initiate the capacity to screen for cognitive impairment and adult Attention Deficit Hyperactivity Disorder. As noted in the table above, 94 percent of offenders identified as requiring follow-up mental health services did receive a service, surpassing the 72 percent expected result.

Finally, the "Mental Health Strategy for Corrections in Canada" was developed in collaboration with provincial and territorial correctional jurisdictions and in consultation with the Mental Health Commission of Canada. Through this Strategy, CSC is working to address the mental health needs of offenders in a progressive and consistent way.

Sub-Program 1.4: Institutional Services

The Institutional Services sub-program encompasses the provision of all non-correctional activities related to the daily operations of institutions in the most effective, efficient and economical means possible. Key services include accommodation support, engineering services, food services, clothing, institutional maintenance, fleet management, telecommunications, environmental protection and sustainable development, fire safety protection, security electronics.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
859.7	739.6	120.1

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
1,811	1,536	275

Performance Results

Expected Results	Performance Indicators	Expected Ranges*	Actual Results
Inmates are provided safe, secure and humane living conditions	Percentage of upheld grievances related to food services	5.30 – 7.25	3.15
	Percentage of upheld grievances related to accommodation services	1.71 – 4.63	3.12

*Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

CSC has a number of policies and Commissioner's Directives to guide its institutional services and to ensure CSC purchases quality products that are cost effective and, where applicable, meet sustainable development criteria. During the reporting year, CSC focused on the compliance of policies and procedures in managing food and accommodation services in order to enhance results and accountability.

CSC's results for the percentage of upheld grievances related to food services were better than predicted, demonstrating strong compliance with its policies and controls. The percentage of upheld grievances related to accommodation services is within the predicted performance range. Inmates' dietary needs are met in accordance with the Canada Food Guide, and inmates are provided safe and clean living and working environments.

CSC continues to analyze bed capacity through its accommodation planning process. Exchange of Service Agreements are in place with all provinces and territories for the purpose of temporary detention, transfer and community supervision of offenders. Exchange of Service Agreements detail the roles and responsibilities of each jurisdiction and serve as a means to address capacity issues.

Program 2.0: Correctional interventions

The Correctional Interventions program, which occurs in both institutions and communities, is necessary to help bring positive changes in behaviour and to successfully reintegrate offenders. This program activity aims to address problems that are directly related to offenders' criminal behaviour and that interfere with their ability to function as law-abiding members of society.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference [iv] 2012–13
563.0	543.6	585.3	457.0	86.6

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
5,229	4,573	656

The variance between the Planned Spending and FTEs and the Actual Spending and FTEs is mainly due to the *Economic Action Plan 2012* Saving Measures of $8.0 million and the return of funds related to CSC's Accommodation Plan 2013-18 of $59.6 million. As noted previously these adjustments to CSC's authorities were not reflected in the planned spending and planned FTEs.

Considering these adjustments and other amounts received during the year, Authorities available for use were $492 million and the variance with the Actual Spending was $35 million. As noted in the Summary of Performance section, the variance was mainly set aside to be carried forward to 2013-14 to cover the anticipated costs related to unsigned collective agreements.

Performance Results

Expected Result	Performance Indicators	Expected Ranges*	Actual Results
Offender risks and needs are identified and addressed with targeted correctional interventions	Percentage of sentence served prior to first release (average)	49.98 – 51.41	57.73
	Percentage of offenders completing a correctional intervention prior to first release (for those with an identified need)	77.93 – 80.28	88.53
	Percentage of offenders completing a correctional intervention prior to warrant expiry date (for those with an identified need)	82.0 – 85.08	86.06

*Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

Correctional interventions include national correctional programs, education programs aligned with the relevant provincial jurisdiction, employment needs assessment and training, and work experience. They also include the provision of spiritual services, counselling, and activities led by or undertaken with the assistance of volunteers. Together they address offenders' criminal behaviour and risk by helping them deal with criminogenic behaviours and influences. During 2012-13, more offenders enrolled in and completed correctional programs than in the previous year. Results also indicate that program efficiency was improved, with a reduction in the time from an offender's admission to federal custody to their first enrolment in correctional program.

Performance results for completing a correctional intervention prior to first release and sentence expiry have improved every year for the past five years, and both exceeded the expected performance results for 2012-13. On the other hand, the percentage of sentence served prior to first release has climbed year over year for the past five years, and was above the expected performance result range in four of those years, including 2012-13. The results for this indicator are influenced by the coming into force of the *Act to Amend the Corrections and Conditions Release Act* on March 28, 2011 (includes elimination of Accelerated Parole Review) which had a definite impact on the percentage of discretionary releases. As a result, the first release type for the majority of offenders is now Statutory Release, contributing to the highest percentage of sentence served prior to first release over the past 10 years.

CSC enhanced program delivery by expanding the implementation of initiatives such as social and education programs, as well as correctional programs designed specifically to meet the needs of women and Aboriginal offenders. As well, CSC implemented initiatives such as enhancing capacity for correctional programs, and improved referral procedures, program delivery models, and case management policies.

Procedures and methods to help offenders accept responsibility for their own criminal history, current behaviour, and rehabilitation were implemented throughout the organization with additional emphasis on offender engagement in correctional plans, accountability, and

motivation. To further improve culturally relevant services to Aboriginal offenders, CSC delivered Aboriginal awareness training to staff, and worked with partners to establish viable release plans for Aboriginal offenders.

CSC delivered cultural sensitivity training and worked with ethnocultural community partners in order to respond to the diverse needs of Ethnocultural offenders.

Sub-Program 2.1: Offender Case Management

The Offender Case Management sub-program encompasses all activities at the community, institutional, regional and national levels related to offender risks and needs assessment; the development, implementation and management of individualized offender correctional plans, institutional and community case supervision, as well as, overall sentence administration. Offender Case Management activity and structure provides the roadmap for addressing the risks and needs posed by each offender and ensures a consistent approach is taken with the utilization of public funds in the process of correctional interventions. Key activities include intake assessment; penitentiary placement, offender transfers, case preparation and release, the provision of appropriate institutional and community supervision based on the risks and needs present in each case, as well as numerous other reintegration issues. Also included is sentence management, psychological interventions and offender personal development. The continuum of Offender Management - intake assessment, institutional supervision and intervention, case preparation and release, community supervision - contributes to ensuring the gradual and safe reintegration of offenders into society.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
358.3	274.4	83.9

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
3,509	2,949	560

Performance Results

Expected Result	Performance Indicators	Expected Ranges*	Actual Results
The accurate assessment of risk and supervision of offenders contributes to a reduction in crime	Percentage of successful initial penitentiary placement	96.33 – 100	95.54
	Percentage of successful transfers to lower security	94.98 – 95.22	96.12
	Percentage of discretionary releases	44.4 – 47.5	38.23

*Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

CSC revised its case management policy framework to reflect the requirement for increased offender accountability and the importance of correctional plans as set forth in the *Safe Streets and Communities Act*. Correctional plans were improved in consultation with individual offenders to set objectives for their accountability, behaviour, and participation in programs.

Performance Measurement Framework results are mixed. The percentage of successful initial penitentiary placement is near the expected performance range, while the percentage of successful transfers to lower security was better than expected. Several initiatives contributed towards ensuring that the results fall within the expected range, including revisions to the case management policy framework, enhancements to the associated training, and changes to correctional programs such as implementation of the Integrated Correctional Program Model.

The percentage of discretionary releases (day and full parole) was well below its expected performance result range. This can be explained by the previously noted elimination of Accelerated Parole Review and the fact that the most common first release type among offenders is now Statutory Release.

In 2012-13, the Service revised the Parole Officer Induction Training and delivered Parole Officer Continuous Development Training to all Parole Officers and their supervisors. Training program revisions included enhanced offender risk assessment to help Parole Officers determine and respond to the risk posed by individual offenders.

Work is underway to respond to the evaluation of the *Strategic Plan for Aboriginal Corrections*, which recommended enhanced case management for Aboriginal offenders as part of Parole Officer Continuous Development Training, as well as including components specific to Aboriginal offenders in all case management policies.

CSC currently operates 25 Pathways units which provide enhanced interventions for Aboriginal offenders. In addition to Pathways, CSC provides correctional programs to Aboriginal offenders. CSC increased the number of offenders released to an Aboriginal community to 286, which represents a 100 percent increase from 2011-12. Such releases are conducted pursuant to Section 84 of *the Corrections and Conditional Release Act*, where an "inmate expresses an interest in being released into an Aboriginal community" and in accordance with agreements with Aboriginal communities to provide correctional services to Aboriginal offenders. Interventions

for Inuit offenders continue to be a priority with the implementation of the visiting Inuit Elder program, an increase in Inuit staff and the provision of Inuit services in the Quebec Region in a multi-level facility in order to focus services.

In addition, *Gladue*[8] training was developed and piloted as part of the Parole Officer Continuous Development program; Parole Officer training will occur in 2013-14. A pilot for Inuit Awareness Training was also developed.

Sub-Program 2.2: Community Engagement

The Community Engagement sub-program encompasses all activities related to enhancing the engagement of citizens as partners in the fulfillment of the correctional mandate. Key activities include: raising public awareness and improving confidence in federal corrections; providing victims with information, creating collaborative working relationships with various segments of the community, including citizens, non-governmental agencies, other government departments, and offenders who have successfully reintegrated into the community; and negotiating partnership agreements with various stakeholders.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
5.1	4.7	0.4

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
37	32	5

[8] *Gladue* refers to a right that Aboriginal People have under section 718.2 (e) of the Criminal Code where a report is prepared at presentencing containing recommendations that take into account the Aboriginal person's background such as attendance at an Indian residential school, child welfare removal, history of abuse, developmental or health issues.

Performance Results

Expected Results	Performance Indicators	Expected Performances	Actual Results
The involvement of the public contributes to the offender reintegration process	Number of Canadians engaged through initiatives funded under the Outreach Fund	2,100	1,601
	Number of operational units which engage citizens to provide advice, promote volunteer involvement, act as impartial observers, provide feedback and liaise with partners and stakeholders	96	90 (some units have amalgamated)
	Percentage of offenders with registered victims	17 (Marker) - results as at March 31, 2011	17.6

Performance Analysis and Lessons Learned

CSC strengthened community engagement and existing relationships, as well as developed new ones, through activities such as meetings with partners and stakeholders (i.e. National Volunteer Association, Citizen Advisory Committees), developing and implementing Terms of Reference and action plans (National Associations Active in Criminal Justice, Federation of Canadian Municipalities), and providing funding to initiatives (Outreach Fund Program). As well, CSC pursued new relationships, such as with St. Lawrence College, Queen's University, the City of Kingston, Ontario, and Habitat for Humanity.

The Outreach Fund Program created additional community engagement opportunities by providing funding to 28 initiatives, including three Aboriginal awareness forums and a Victims' symposium. Regionally supported outreach activities included three Aboriginal awareness forums and a Victims' symposium in conjunction with the Parole Board of Canada and CSC's Victims Advisory Council. CSC shared information and consulted victim stakeholder groups to address policy gaps. A primary focus was to reach out to Aboriginal communities to inform them of services available to Aboriginal victims.

Under the National Community Strategy for Women, partnerships have been created with a variety of groups such as the Elizabeth Fry Society and the John Howard Society to provide funding for initiatives in the community for women offenders.

CSC's Research Branch partnered with the Department of National Defence, and Public Safety Canada on a research agenda related to radicalized offenders. Additional partnering occurred with Public Safety on research related to electronic monitoring and a Strategic Training Initiative in Community Supervision model. CSC has also partnered with the University of Toronto and St. Michael's Hospital on health related research. Finally, approval of external research proposals resulted in partnering activities with universities involving 10 academic research initiatives.

Sub-Program 2.3: Spiritual Services

The Spiritual Services sub-activity encompasses all activities related to the provision of spiritual guidance to offenders of all religious traditions. Key activities include directing and coordinating

religious services and sacramental ministry to inmates, creating, coordinating, and delivering religious activities, interpreting to the community the needs and concerns of persons affected by the criminal justice system and educating the community concerning their role in reconciliation as well as establishing and maintaining partnerships to assist ex-offenders to live in the community as law-abiding citizens.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
18.2	17.9	0.3

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
144	17	127

Performance Results

Expected Result	Performance Indicators	Expected Performances	Actual Results
Offenders have access to spiritual services	Rate of compliance with established standards for spiritual services	86/86 Full Time Equivalent	74.6/82.2
	Number of contacts (mostly in person) with inmates/employees	Institutional Chaplaincy: 152,000 contacts with offenders and 50,000 with staff	128,856 contacts with offenders and 91,022 with staff
		Community Chaplaincy: 15,050 contacts with offenders	41,739 contacts with offenders
	Numbers of activities and/or hours in which volunteers are engaged	Institutional Chaplaincy: 23,050 activities	19,924 activities
		Community Chaplaincy: 17,075 hours	70,511 hours
		Circles of Support and Accountability: 41,500 hours (Marker)	144,344 hours

Performance Analysis and Lessons Learned

To respond to offenders' spiritual needs, CSC is delivering core spiritual services in all regions and institutions. Increased diversity in the offender population has led to a concomitant increase in the demand for spiritual services across a wider variety of faiths and denominations. During fiscal 2012-13, the chaplaincy service delivery model underwent a major review that included consultation with all stakeholders and resulted in a national strategic plan for chaplaincy service delivery. Data variance in planned versus achieved results in institutions is linked to some service delivery gaps in the transition between contracting models for institutional service delivery.

CSC has been engaged with a number of community partners through both volunteer and contract initiatives related to chaplaincy service delivery. Results in the numbers of Community Chaplaincy contacts with offenders and hours in which volunteers are engaged were particularly positive.

Sub-Program 2.4: Correctional Reintegration Program

The Correctional Reintegration Program sub-program encompasses all activities related to correctional programs designed to specifically address the dynamic risk factors of offenders including the pilot on Integrated Correctional Program Model. Key activities include the development, implementation, delivery and effective management of correctional programs in the core areas of Education, Substance Abuse Prevention, Sexual Offending Prevention, Family Violence Prevention, and Violence Prevention. Correctional programs are designed to address the criminogenic factors of the offender population and contribute to each offender's successful reintegration into the community by ensuring a continuum of care between institutions and the community thereby minimizing their risk of re-offending.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
97.9	89.5	8.4

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
983	916	67

Performance Results

Expected Result	Performance Indicators	Expected Ranges*	Actual Results
Participation in Correctional Reintegration Programs contributes to the offender reintegration process	Median days to first enrolment in a national program (institutional and community-based)	154.5 – 179.0	135.0
	Percentage of offenders enrolled in national programs who complete them	68.61 – 71.89	77.04

*Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

CSC has exceeded all identified and expected performance results in this area. The median days to first enrolment in a correctional program has dropped every year over the past five years, and has exceeded expected performance results for three of those years, including 2012-13. The percentage of offenders who completed national programs exceeded the expected performance result in 2012-13.

An external review of the Integrated Correctional Program Model pilot is being finalized. Preliminary findings indicate that this model allows offenders to start the primer portion of their programs earlier in their sentences and complete all of their correctional program requirements in a significantly shorter period of time than does CSC's traditional cadre of correctional programs. In addition, participants show improvements in skill acquisition, motivation, and attitude at the same level as those offenders who participate in the traditional menu of programs. Additional research is on-going related to the Aboriginal Integrated Correctional Program to better understand the specific performance of that program for the Aboriginal offender population.

Gender-specific programs are also offered for women offenders addressing the criminogenic needs of this population.

Sub-Program 2.5: Offender Education

The Offender Education sub-program is designed to educate offenders and prepare them for participation in correctional and employability programs by increasing their level of education, comprehension and critical thinking to optimize the impact of the interventions and ultimately allow them to compete lawfully in the community. Key activities include providing offenders with opportunities to acquire basic education and skills appropriate to their needs, achievements and abilities. Educational curriculum programs offered within institutions are provincially accredited or certified.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
25.3	25.4	(0.1)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
117	171	(54)

Performance Results

Expected Result	Performance Indicators	Expected Ranges*	Actual Results
Education programs contribute to the rehabilitation and reintegration of offenders	Percentage of offenders increasing education levels prior to first release (need identified via the CAAT)	35.31 – 38.82	43.94
	Percentage of course completion	39.76 (Marker)	49.45

*Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

The performance results in this sub-program have improved year over year for the past five years, and both results exceeded expectations in 2012-13.

CSC continues to provide education programs at all security level institutions to help offenders successfully reintegrate into the community. Programs available include Adult Basic Education (grades 1 to 10), secondary education, vocational education and post-secondary education. Each program component provides offenders with opportunities to acquire education appropriate to their needs, achievement and ability.

The Adult Basic Education program is CSC's education priority. It maintains the highest enrolment (approximately 40 percent) of all education programs. The secondary education program leads to graduation at the Grade 12 level and makes up approximately 25 percent of participation in all education programs.

Vocational programs are the choice of approximately 25 percent of the offender student population and are relevant to employment opportunities in the institutions as well as the community. Post-secondary education offers offenders the opportunity to acquire a trade or profession, as well as to update trade qualifications prior to their release.

Sub-Program 2.6: CORCAN Employment and Employability

The CORCAN Employment and Employability sub-program is focused on Employment Skills Development to meet the specific demands of the labour market while preparing offenders for release. It includes employment training and career planning programs for inmates and is designed to allow offenders to acquire skills, attitudes and behaviors valued by employers. CORCAN provides employment services and job placement to offenders after release. This CORCAN program plays a key role in CSC's efforts to actively encourage offenders to become law-abiding citizens. Vocational Education, Employment Skills, Career Counselling, and Specific Employment Skills, On-job Training and National Employability Skills Program are also included in this program area.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
38.8	45.1	(6.3)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
439	488	(49)

Performance Results

Expected Result	Performance Indicators	Expected Ranges	Actual Results
Offenders have the employment skills to meet labour markets and obtain employment upon release from institutions	Percentage of offenders completing vocational training in a federal institution prior to first release	49.50 – 50.84	54.13
	Percentage of time employed in the community	60.18 – 100	60.27

Performance Analysis and Lessons Learned

The association between stable and meaningful employment and successful offender reintegration is well established in the research literature, and is the foundation of CSC's efforts in this area. Vocational training rates have risen year over year for the past five years and exceeded expected performance results in four of those years. Community employment met the expected performance results in four of the past five years, including 2012-13.

CORCAN operates in 36 of 56 CSC institutions with over 100 shops in four business lines: manufacturing, construction, textiles and services. To ensure the training provided to offenders is in line with Canadian labour market needs and trends, CORCAN monitors Statistics Canada's monthly Labour Force Surveys and targets training programs to the areas where demand is forecasted and offenders may reasonably expect to find employment.

During 2012-13, offenders worked a total of 2,672,000 on-the-job-training hours to develop their employment skills and to achieve vocational certificates. Aboriginal men represented 18 percent of all employed offenders and women offenders represented 4 percent[9].

[9] CSC CORCAN, Annual Report for the period ended March 31, 2013

Program 3.0: Community Supervision

The Community Supervision Program ensures eligible offenders are safely reintegrated into communities through the provision of housing and health services, where required, as well as staff supervision for the duration of the offender's sentence. The expected results for this program are offenders who are reintegrated into the community as law-abiding citizens while maintaining a level of supervision, which contributes to public safety.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference [iv] 2012–13
170.0	130.0	179.3	117.6	12.4

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
169	203	(34)

The variance between the Planned Spending and FTEs and the Actual Spending and FTEs is mainly due to the *Economic Action Plan 2012* Saving Measures of $3.5 million and the return of funds related to CSC's Accommodation Plan 2013-18 of $14.7 million. As noted previously these adjustments to CSC's authorities were not reflected in the planned spending and planned FTEs.

Considering these adjustments and other amounts received during the year, Authorities available for use were $120.9 million and the variance with the Actual Spending was $3.3 million. As noted in the Summary of Performance section, the variance was mainly set aside to be carried forward to 2013-14 to cover the anticipated costs related to unsigned collective agreements.

Performance Results

Expected Result	Performance Indicators*	Expected Ranges**	Actual Results
Offenders are reintegrated into the community as law-abiding citizens while under supervision	Percentage of offenders on conditional release reaching Warrant Expiry Date without re-offending (no revocation, charge or conviction)	47.88 – 100	53.37
	Rate of offenders under community supervision who incur new convictions for violent offences	3.19 – 3.74	2.36

* CSC established performance benchmarks through the statistical analysis of historical data, which helped to set meaningful performance results. For the explanation of Offender Person Years (OPY) rates, please see Section 4.2.

**Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

All expected performance results for the Community Supervision Program were met or exceeded. The percentage of offenders on conditional release reaching Warrant Expiry Date without re-offending was within the expected performance result range. The rate of offenders under community supervision who incur new convictions for violent offences has dropped every year for the past five years and exceeded performance expectations.

Measures put in place included the creation of a separate unit of Parole Officers dedicated to case preparation, while the remaining Parole Officers are devoted exclusively to parole supervision. This initiative is intended to bring greater focus to supervision with the goal of achieving better overall outcomes in communities.

CSC has made funding available for specific risk interventions and complex cases, to support community partners who are willing to accommodate higher-risk offenders in the community.

Sub-Program 3.1: Community Management and Security

The Community Management and Security sub-program encompasses all activities related to the supervision and management of offenders in the community in an effort to ensure safe reintegration of offenders thereby contributing to public safety. Key activities include the provision of key operational management, direction and services in the community, promoting and facilitating the development of national policies, strategies and procedures in support of the safe reintegration of offenders into the community, monitoring of offender behaviour and involvement in programming, liaising with numerous non-profit organizations which are managing offender half-way houses and other facilities. Includes the activities of the District Directors, the Associate District Director, Area Directors, Community Correctional Liaison Officers, etc, in the community as well as community reintegration activities at NHQ. Community Management includes the operation of parole offices and Community Correctional Centres (CCC's).

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
17.6	14.8	2.8

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
95	116	(21)

Performance Results

Expected Result	Performance Indicators*	Expected Ranges**	Actual Results
Community management is compliant with policy and law	Rate of offenders under community supervision who incur new convictions	0.00 – 19.15	13.24
	Percentage of positive urinalysis	13.17 (Marker)	10.04
	Percentage of compliance with applicable CSC policy (as determined by MCF review of community-related accountabilities)	Not less than 90% compliance (Marker)	99.36

* CSC established performance benchmarks through the statistical analysis of historical data, which helped to set meaningful performance result range. For the explanation of Offender Person Years (OPY) rates, see Section 4.2.

**Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

The performance results in community management and security are positive. The rate of offenders under community supervision who incur new convictions has dropped every year for the past five years, and falls well within the expected performance result in 2012-13. The percentage of positive urinalysis result has also dropped, showing reduced levels of drug use for offenders on supervision in the community.

CSC completed an evaluation report on community correctional operations with a focus on community engagement. This evaluation examined both relevance and performance in the areas of engagement, information-sharing, and promotion of the work done by CSC. It concluded that community engagement is an essential component of the successful reintegration of offenders into the community and that community partners contribute to the safe reintegration of offenders through the provision of community programs, services and housing. Several areas of opportunity were identified through the evaluation, including the need to involve community

partners earlier in the release planning process and for community partners to have stabilized funds to ensure continued service provision.

The Real-Time Reporting Application piloted in 18 area offices concluded on December 31, 2012. Based on pilot results, CSC has begun to define and gather business needs/requirements with respect to community staff safety and technological solutions. Information obtained from the Management Review on the Real-Time Reporting pilot and the Request for Information for a Safety Emergency Response Service will give CSC comprehensive information to help determine future business needs with respect to the safety of staff in the community.

Sub-Program 3.2: Community-based Residential Facilities

The Community-based Residential Facilities sub-program encompasses all activities related to the provision of a structured and supportive environment during the gradual reintegration process specifically through the provision of residency for offenders on parole, statutory release or temporary absence or Long Term Supervision Order. Key activities include ensuring that community supervision, offender contact, interventions and monitoring of conditions of release address the need areas associated with the offender's risk to re-offend and those necessary to encourage safe reintegration. Residential services are considered to be an essential component of CSC's supervision framework and are of paramount importance in enhancing the safety of Canadian communities. CSC contracts with numerous non-governmental organizations to provide Community Residential Facility services, support and monitoring to offenders on release.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
107.7	91.5	16.2

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
45	19	26

Performance Results

Expected Result	Performance Indicators	Expected Ranges*	Actual Results
Community-based residential facilities provide supervised and supportive accommodation that supports safe reintegration. (Includes Community Residential Facilities and Community Correctional Centres)	Percentage of successful residency supervision periods (no revocations, sensational incidents, charges or convictions)	42.56 – 100	53.57
	Percentage of residency	26.41 (Marker)	30.50

*Setting a range is done by using performance results from the best five consecutive years and the most recent five consecutive years out of the past 10 years. Other factors, external or environmental, are also used to set the range.

Performance Analysis and Lessons Learned

The percentage of successful completion of residency supervision periods is within the expected range.

The number of offenders released to the community by Parole Board of Canada with a condition that they reside in a community-based residential facility has risen over the past several years. On average during 2012-13, CSC was responsible for 2,200 offenders in community-based residential facilities, an increase of 13% relative to 2011-12.

During fiscal year 2012-13, all Exchange of Service Agreements with provinces and territories were reviewed and/or updated. Based on recommendations from an internal evaluation and on feedback from a national consultation process, an Exchange of Service Agreement Framework and an Accountability Matrix were developed and approved in October 2012. CSC updated the Commissioner's Directive 541-*Interjurisdictional Agreements* and related guidelines to provide a clearer framework for the negotiation and management of Exchange of Service Agreements and to ensure the effective and cost-efficient delivery of correctional services and programs to offenders under federal, provincial and territorial authority.

Sub-Program 3.3: Community Health Services

CSC provides limited mental health services to offenders in the community to contribute to the offender's rehabilitation and successful reintegration into the community. CSC pays, on a fee-for-service basis, the costs associated with essential health services for non-insured offenders in the community.

Financial Resources ($ millions)

Planned Spending 2012–13	Actual Spending 2012–13	Difference [iv] 2012–13
4.7	11.3	(6.6)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
29	68	(39)

Performance Results

Expected Result	Performance Indicator	Expected Performance	Actual Result
Mental health services are available to offenders in the community in accordance with professionally accepted standards	Percentage of offenders receiving community mental health services	22	24

Performance Analysis and Lessons Learned

CSC provides limited health services in the community to offenders with no or limited access to provincially funded services to support their safe reintegration. This is part of a continuum of care that starts with mental health assessment at the time of admission to federal custody, and continues to warrant expiry for those who need it. CSC provides clinical discharge planning services prior to an offender's release and community mental health services upon release to address the mental health needs of offenders, promote continuity of services from institution to community and ensure a seamless transition from correctional to community health care services. In 2012-13, CSC provided mental health awareness training to institutional and community correctional staff, as well as to community partners.

CSC recognizes the importance of a holistic mental health approach to respond to the special needs of Aboriginal offenders, with specific interventions as needed throughout an offender's sentence. The *Strategic Plan for Aboriginal Corrections* guides CSC's practice of the continuum of health care.

Essential to the success of community mental health services is the development and maintenance of strong and sustainable partnerships with health care professionals in Canadian communities. Moving forward, that will continue to be a focus.

Program 4.0: Internal Services

This program includes corporate and administrative services supporting the effective and efficient delivery of operational programs and activities across the organization, and it contributes meaningfully to horizontal and/or government-wide initiatives.

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (available for use) 2012–13	Actual Spending (authorities used) 2012–13	Difference [iv] 2012–13
172.0	296.0	174.6	328.7	(32.7)

Human Resources (FTEs)

Planned 2012-13	Actual 2012-13	Difference [iv] 2012-13
2,480	3,033	(553)

The variance between the Planned Spending and FTEs and the Actual Spending and FTEs is mainly due to the *Economic Action Plan 2012* Saving Measures of $31.9 million that was not reflected in the planned spending and planned FTEs.

Furthermore, to better reflect CSC's resource allocation model, an adjustment between the Custody and Internal Services programs was made during the 2012-13 fiscal year and, reflected also in the 2013-14 RPP. This adjustment is not reflected in the authorities available for use in 2012-13. To reflect this adjustment in authorities between programs, the Internal Services program planned spending should be increased by approximately $106 million and the Custody program should be reduced by an equivalent amount. The adjustment between programs also impacts FTEs accordingly.

Considering these adjustments and other amounts received during the year, Authorities available for use were $374.7 million and the variance with the Actual Spending was $46 million. As noted in the Summary of Performance section, the variance was mainly set aside to be carried forward to 2013-14 to cover the anticipated costs related to unsigned collective agreements.

Performance Analysis and Lessons Learned

CSC implemented a series of measures in response to the *Economic Action Plan* outlined in *Budget 2012*. CSC improved management effectiveness and efficiency in line with the Treasury Board Secretariat of Canada's Management Accountability Framework and its own transformation agenda.

The Service is in the process of updating and streamlining its internal policy suite to reflect legislative changes. A Framework and action plans were developed to ensure the review process was relevant and consistent.

CSC implemented its *Strategic Plan* for *Human Resource Management 2012-13 to 2014-15* and enhanced employee training programs. An innovative business process was implemented to enhance the integration of components of HR Planning (e.g. recruitment and training forecasts, schedules). CSC's diversity efforts exceeded Workforce Availability objectives, including for Aboriginal peoples.

To respond to the results of the 2011 Public Service Employee Survey and the Ethical Climate Survey, multiyear work plans were implemented. As a component of its work plans in Values and Ethics, the Service completed its Ethical Climate Survey and discussed the findings with bargaining agents and management representatives. Both staff representatives and managers were consulted on the best approaches to support values-based behaviour and respectful workplaces. Executive staff approved priorities for work planning and action. CSC continued to invest in learning and development to support the practice of conflict management and values-based leadership in the work of executives, management teams and frontline staff. For example, 85 workshops were held across the country on communication and conflict prevention and 18 institutional management teams participated in two-day workshops on values based leadership.

CSC conducted research contributing to results and advancements in a variety of areas including, but not limited to: institutional security, institutional health services, correctional interventions, offender case management, correctional reintegration programs, offender education, employment and employability, and community supervision.

In accordance with the Treasury Board Policy on Internal Controls, CSC ensured an effective system on internal controls over financial reporting. More details can be found in *Annex to the Financial Statements*[v]

CSC has completed the Shared Services Canada transition plan, and the implementation of the multi-year *Information Management Strategic Plan* is progressing as planned. A new performance measurement approach and corporate tool called "Performance Direct" has been implemented. It provides current statistical information and analysis and supports an integrated approach to measuring and analyzing data and trends for better and more informed decision-making.

The Security Advisory Committee was created to coordinate functional areas on Departmental Security matters. CSC began implementing its *Departmental Security Plan*, including a review of security-related policies, clarifying roles and responsibilities, and designing training and a Departmental Security Reporting System.

Section III: Supplementary Information

Financial Statements Highlights

Condensed Statement of Operations and Departmental Net Financial Position

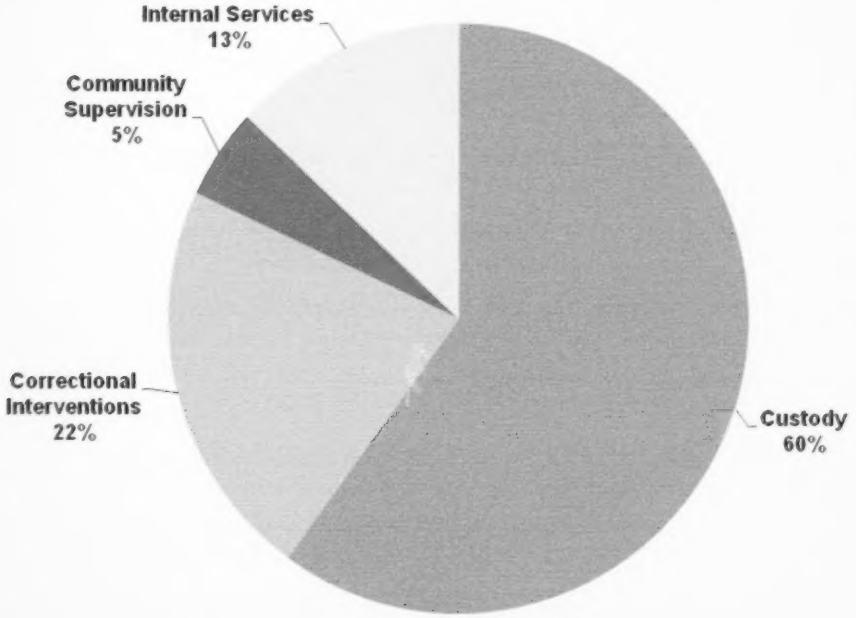
Correctional Service Canada Condensed Statement of Operations and Organizational Net Financial Position (Unaudited) For the Year Ended March 31, 2013 ($ millions)					
	2012–13 Planned Results (Restated)	2012–13 Actual	2011–12 Actual (Restated)	$ Change (2012–13 Planned vs. Actual)	$ Change (2012–13 Actual vs. 2011–12 Actual)
Total expenses	3,009.8	2,504.7	2,655.0	(505.1)	(150.3)
Total revenues	47.9	61.3	59.0	13.4	2.3
Net cost of operations before government funding and transfers	2,961.9	2,443.4	2,596.0	(518.5)	(152.6)
Organizational net financial position	1,584.9	1,646.7	1,293.7	61.8	353.0

As reflected in the Organizational Financial Statements, CSC's total expenditures decreased by $150 million compared to 2011-12. The reduction is mainly explained as follow:

The methodology used to determine the obligation for termination benefits was refined in 2012-13 as the actual number of employees receiving an option under the Workforce Adjustment Directive became available which resulted in a variance (reduction) of $93 million in salaries expenditures.

The severance benefits expenditures decreased by $35 million. As part of collective agreement negotiations with certain employee groups, and changes to conditions of employment for executives and certain non-represented employees, the accumulation of severance benefits under the employee severance pay program ceased for these employees commencing in 2012. Furthermore, following the implementation of strict controls over travel, the total expenditure in travel was reduced by $14 million.

2012-13 Expenditures by Program



Condensed Statement of Financial Position

Correctional Service Canada Condensed Statement of Financial Position (Unaudited) As at March 31, 2013 ($ millions)			
	2012–13	**2011–12 (Restated)**	**$ Change**
Total net liabilities	481.6	553.3	(71.7)
Total net financial assets	242.2	245.4	(3.2)
Organizational net debt	239.4	307.9	(68.6)
Total non-financial assets	1,886.1	1601.6	284.5
Organizational net financial position	1,646.7	1293.7	353.0

Liabilities include Accounts payable and accrued liabilities for $218 million, vacation pay and compensatory leave for $60 million, employee future benefits for $184 million and inmate trust fund for $18 million. The reduction in total net liabilities is mainly explained by a reduction of the obligation for termination benefit of $37.5 million and the reduction of employee future benefit of $19 million.

The total net financial assets include the Due from Consolidated Revenue Fund for $192 million, Accounts receivable, advances and loans for $39 million and Inventory held for resale for $13 million. There is no material variance in comparison with the previous year.

Financial Statements

Financial Statements[vi]

Supplementary Information Tables

All electronic supplementary information tables found in the 2012-2013 Departmental Performance Report can be found on the Correctional Service Canada website at:

- Internal Audits and Evaluations[vii]
- Sources of Respendable and Non-Respendable Revenue[viii]
- User Fees Reporting [ix]

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[x] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance

Section IV: Other Items of Interest

1. Organizational Contact Information

Correctional Service Canada web site: www.csc-scc.gc.ca

CSC Contact:

Associate Assistant Commissioner, Policy
340 Laurier Avenue West
Ottawa, Ontario
K1A 0P9
Telephone: (613) 992-8723
Facsimile: (613) 995-5064

2. Additional Information

EXPLANATION OF OFFENDER PERSON YEARS (OPYs)

Rate per 100 offender person years (OPYs) – the total number of events in a given period of time divided by the total time at risk for a given population (OPY). The rate is multiplied by 100 to establish context in relation of offender populations. In this document, rate always refers to rate per 100 OPY.

OR

$$\text{Rate per 100 OPY} = \left(\frac{total\ number\ of\ events}{total\ offender\ person\ time\ at\ risk\ in\ years}\right) X\ 100$$

This indicator adjusts for time-at-risk which enables more meaningful comparisons of performance results across variable periods of time. Events are expressed over the total number of years that offenders are 'at-risk' for the event during any given period of time.

For example: an annual rate of non-natural deaths in custody of 0.35 means that if 100 offenders were followed for the period of one year, we would expect 0.35 non-natural deaths. We can also multiply this rate by 10 if lower rates are present. The same example could then be expressed as: we would expect 3.5 non-natural deaths in custody, if 1000 offenders were followed for a period of one year.

3. Endnotes

[i] Report on Plans and Priorities, http://www.tbs-sct.gc.ca/rpp/2012-2013/index-eng.asp?acr=1955

[ii] Public Accounts Canada 2013 (Volume II), http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html

[iii] *Sustainable Development Strategy 2010-2015*, http://www.csc-scc.gc.ca/text/pblct/sd2012-2015/toc-eng.shtml

[iv] Note that the many changes to plans brought about by the implementation of saving measures announced in the *Economic Action Plan 2012*, the CSC 2013-18 Accommodation Plan, and the adjustment of resources between the Custody and Internal Services programs has resulted in some significant shifts between the resource categories (operating/contracts, salaries, capital, and funds held for carry forward to meet anticipated salary increases). For these reasons, the financial resources and FTE equivalents have been revised within the sub-program areas for 2013-14 which will result in more accurate planned spending and planned FTEs at the sub-program level.

[v] Annex to the Financial Statements, http://www.csc-scc.gc.ca/005/007/005007-4005-eng.shtml#annex

[vi] Financial Statements, http://www.csc-scc.gc.ca/005/007/005007-4005-eng.shtml

[vii] Internal Audits and Evaluations, http://www.csc-scc.gc.ca/005/007/005007-4500-2012-2013-01-eng.shtml

[viii] Sources of Respendable and Non-Respendable Revenue, http://www.csc-scc.gc.ca/005/007/005007-4500-2012-2013-02-eng.shtml

[ix] User Fees Reporting, http://www.csc-scc.gc.ca/005/007/005007-4500-2012-2013-03-eng.shtml

[x] Tax Expenditures and Evaluations, http://www.fin.gc.ca/purl/taxexp-eng.asp